

**THERE'S ONLY
ONE WAY TO
FIND OUT THE
BENEFITS OF
INVESTING IN
PEOPLE**

REAL RESULTS

**EXECUTIVE
EDUCATION
CALENDAR
2011-12**

Real Results at the Indian School of Business

At the Centre of Executive Education, we believe learning doesn't stop with the classroom. Which is why, we have designed programmes that help participants apply classroom learning to their business challenges. This real-time intervention enables participants to stay relevant in a dynamic business scenario, and the organisations to stay continuously competitive. We call this Real Results, where application is often as vital as the learning itself.



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Foreword

Greetings and here's wishing a successful year ahead for you and your business.

As we are stepping into a new decade we thought this would be the right time to study the changing needs of executive education clients over the past decade. The study revealed quite a few interesting trends that we have taken into account while developing our programme portfolio.

First, customers are seeing executive education more and more as a strategic input to business, which can help them create a competitive advantage in the long term. With Indian economy on a fast-growth trajectory, many executives have to take greater responsibility in a shorter span of time compared to their peers a decade ago. The need for skill and knowledge development to equip candidates with the right functional skills and behavioural traits hence becomes apparent.

Second, there is a thrust towards learning that can be applied to real-life situations in individual business context. Participants want more than just theoretical understanding of business best practices - they need tools and frameworks delivered through a pedagogy which can close the gap between classroom learning and real-life application.

Finally, learning goes beyond the periphery of the classroom. When application of learning is of utmost importance, participants want learning inputs beyond the teaching days - when they actually encounter business difficulties.

While designing the programme offering for this year, we have taken into account these factors. A vast majority of our programmes now have an Action Learning component, which enables participants to apply the learning in real time to actual business problem that they are facing.

We will also provide impact analysis for selective programmes, with up to three months of post-programme follow-ups to ensure that the learning has created the desired impact. From an individual standpoint, this will act as a guide for applying their learning in the business context. From an organisational viewpoint, this will provide a good indication of the return on investment for executive education.

Our focus on real-life application of executive education learning has been incorporated in our calendar theme this year - getting Real Results. I believe this calendar will help you choose programmes based on both individual and organisational needs. If you need any assistance regarding the programmes, please feel free to get in touch with us.

Deepak Chandra
Deputy Dean
Indian School of Business



The Indian School of Business

The Indian School of Business (ISB) was established in 2001 with an aspiration to put India on the global map of management education. Its vision is to be an internationally top-ranked, research driven, independent management institution that grooms future leaders for India and the world. In less than a decade since its inception, the ISB has successfully pioneered several new trends in management education in India, and firmly established itself as a world class management institution. In 2008, the ISB became the youngest

institution to be ranked among the Top 20, in the Global B-school Rankings by the Financial Times, London, and since then has been ranked consistently among the top B-schools globally. The ISB today has a strong pool of research-oriented resident faculty and invites high calibre international faculty from reputed B-schools to teach in its Post Graduate Programme in Management (PGP), Post Graduate Programme in Management for Senior Executives (PGP-MAX), and Executive Education Programmes. In addition to teaching, the visiting faculty

also participate in collaborative research with the resident faculty. The ISB is in the process of setting up its second campus in Mohali, Punjab. In addition to offering the Post Graduate and Executive Education programmes, the Mohali Campus will have Institutes for promoting research and education in areas critical to India's development including, Healthcare Management, Public Policy, Physical Infrastructure Management, and Manufacturing Excellence & Innovation. The Mohali campus is slated to be operational from April 2012.



The Centre for Executive Education

The Centre for Executive Education (CEE) at the ISB conducts a variety of Programmes for working professionals. Over the years, the Centre has evolved into a hub for meaningful exchange between business leaders and academia. The Centre attracts some of the finest faculty from leading business schools and has become a knowledge centre for practical understanding on emerging

economies. The Centre brings together the most recent research knowledge, world-class faculty, and an opportunity to interact with successful peers. It provides an ideal platform for gaining new insights in order to be successful in an increasingly complex world. The Centre has launched Alumni Chapters at four locations in India, through which it provides alumni privileges to past participants.

The programme design team at the CEE is focused on conducting extensive studies of the business environment and industry requirements. This ensures the learning solutions at the ISB remain relevant to the dynamic business scenarios. The Executive Education Programme Schedule for 2011-12 details over 30 such programmes that will help create a real impact for participants.

EXECUTIVE EDUCATION CALENDAR 2011 - 12

FUNCTION WISE

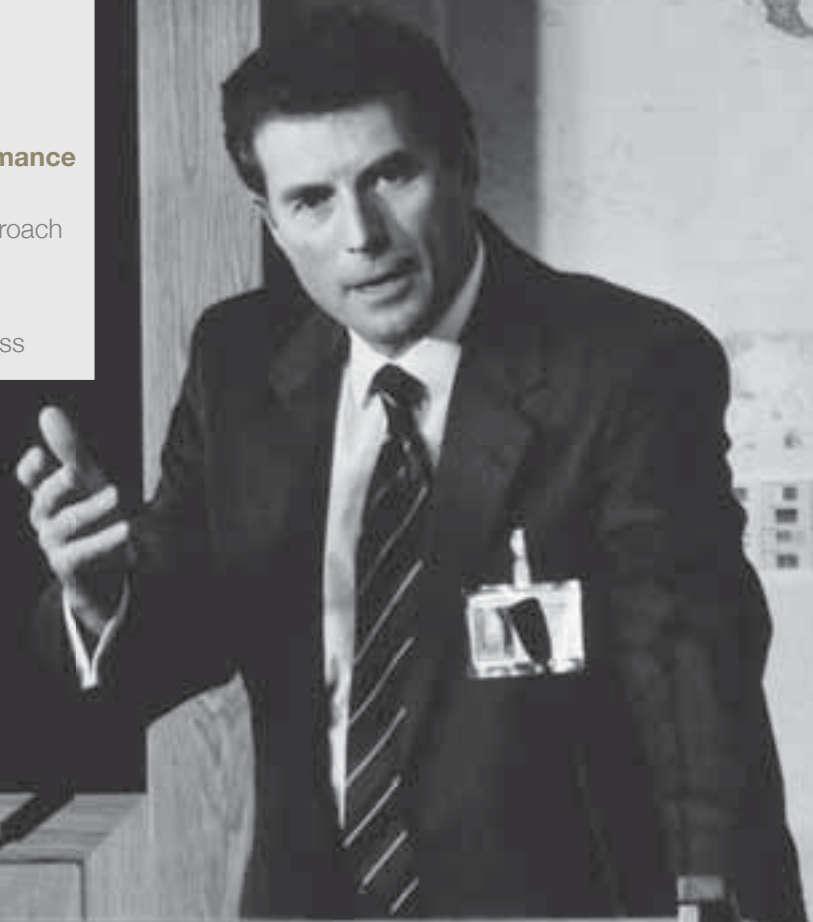
PROGRAMME	FUNCTION		
	MID	SENIOR	TOP
LEADERSHIP			
Global Leadership			
Transformational Leadership: Tapping into your Personal DNA			
Stepping into Leadership			
Leadership Skills for Top Management			
Leading Teams for High Performance			
CEO Agenda: A Scenario-based Leadership Approach			
Executive Coaching			
Strategic Leadership: A Value-based Approach to Success			
Leading Teams for High Performance			
Stepping into Leadership			
Leadership Skills for Top Management			
GENERAL MANAGEMENT			
Accelerated Management Programme: Increasing Managerial Effectiveness			
Managing Complexity, Integration, and Uncertainty: A General Management Perspective			
Accelerated Management Programme - Increasing Managerial Effectiveness			
STRATEGY			
Tools for Growing your Business			
Negotiation Strategies			
Rethinking Business Strategy			
Strategic Thinking			
Mergers and Acquisitions: A Strategic Approach			
Effective Strategy Execution			
Negotiation Strategies			
HUMAN RESOURCES			
Strategic Talent Management			
Linking HR with Business Strategy			
SALES AND MARKETING			
Accelerated Sales Force Performance			
Customer Focused Organisation			
Brand Management			
Integrated Marketing and Communications			
Accelerated Sales Force Performance			
FINANCE			
Venture Capital Development Programme			
Risk Management for Banking and Financial Services			
Private Equity Programme			
Role of a CFO: Integrating Strategy and Finance			
IT AND OPERATIONS			
Corporate Transformation through Strategic IT			
CIO Certification Programme Phase 1			
CIO Certification Programme Phase 1			
Supply Chain Certification for Manufacturing Enterprises			
INDUSTRY SPECIFIC			
ISB - UNICEF Programme on Development Evaluation for Socio-Economic projects			
Certificate Programme In Strategic Retail Management			

DATE	PG#
Jul 01 - 04, 2011	11
Sep 11 - 15, 2011	11
Sep 24 - 27, 2011	11
Sep 26 - 30, 2011	12
Sep 28 - 30, 2011	12
Oct 18 - 20, 2011	12
Dec 05 - 06, 2011	13
Dec 04 - 08, 2011	13
Jan 08 - 11, 2012	12
Feb 06 - 09, 2012	11
Feb 13 - 17, 2012	12
Jun 18 - Jul 01, 2011	15
Jul 16 - 24, 2011	15
Nov 21 - Dec 04, 2011	15
Apr 25 - 28, 2011	17
May 09 - 11, 2011	17
Jun 26 - Jul 01, 2011	17
Jul 02 - 06, 2011	18
Jul 28 - Aug 01, 2011	18
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Jan 30 - Feb 01, 2012	17
Oct 19 - 21, 2011	20
Feb 21 - 24, 2012	20
Jun 13 - 17, 2011	22
Jul 21 - 24, 2011	22
Aug 28 - 31, 2011	22
Dec 05 - 08, 2011	23
Jan 09 - 13, 2012	23
Jun 26 - 30, 2011	25
Jul 03 - 06, 2011	25
Sep 28 - Oct 01, 2011	25
Dec 19 - 22, 2011	26
Jul 25 - 28, 2011	28
Sep 12 - 15, 2011	28
Jan 09 - 12, 2012	28
Jan 29 - Feb 04, 2012	28
May 16 - 23, 2011	30
July to Dec, 2011 (6 Phases)	30



LEADERSHIP

- **Global Leadership**
- **Transformational Leadership:**
Tapping into your personal DNA
- **Stepping into Leadership**
- **Leadership Skills for Top Management**
- **Leading Teams for High Performance**
- **CEO Agenda:**
A Scenario-based Leadership Approach
- **Executive Coaching**
- **Strategic Leadership:**
A Value-based Approach to Success



Since its inception in 2001, the Centre for Executive Education has conducted more than **500 Programmes**



01

Global Leadership

This programme gives participants in-depth understanding of multi-cultural leadership perspectives and helps the individual identify competencies required to be an effective global leader. The programme also helps participants formulate specific steps for finding, developing and retaining global leaders within their organisations. The programme uses experiential learning, self-assessment, feedback and coaching and a personal case project for helping participants formulate clear action steps.

Who should attend?

CEOs, business heads, SBU heads etc.

Faculty

Schon Beechler, Visiting Faculty, ISB

Programme fee

INR 1,00,000

Programme benefits

- Understand what is global leadership and the key competencies of global leaders
- Assess your own global leadership competencies
- Leave the programme with an action plan to further develop your own global leadership competencies

Jul 01 - 04, 2011

Other related programmes

Strategic Thinking; CEO Agenda: A Scenario-based Leadership Approach; Rethinking Business Strategy

02

Transformational Leadership: Tapping into your Personal DNA

The basis for this programme is an intense 20 year action-research into the nature of learning and thinking, achieved by interviewing Nobel laureates, over 100 CEOs, successful athletes, musicians, psychologists, brain researchers, and spiritual leaders. This path breaking research reveals that each person has a unique 'essence' or DNA which, when tapped, clarifies purpose, evokes passion, unleashes leadership, and harvests creativity. This process is called 'igniting one's natural genius', and will help participants devise action steps to transform their organisations.

Who should attend?

CEOs, business leaders

Faculty

Prasad Kaipa, ISB

Programme fee

INR 1,30,000

Programme benefits

- Explore concepts and skills associated with successful business endurance
- Evaluate their own businesses relative to new business models and new opportunities
- Share strategic perspectives
- Become familiar with core concepts and frameworks that will contribute to creating better strategies
- Identify and assess profitable business ventures

Sep 11 - 15, 2011

Other related programmes

Strategic Thinking; Global Leadership

03

Stepping into Leadership

The pressures on today's frontline managers are relentless in terms of expectations from customers, senior managers, external suppliers and their staff. The contributions of these managers have a direct impact on the quality of products/ services that the customers receive. Frontline managers need an array of managerial and interpersonal skills to cope with these pressures, and still deliver ever improving results. They should lay a strong foundation to their managerial career by learning the right approach to leadership.

Who should attend?

Frontline managers

Faculty

Mitchell Watkins, Independent Consultant; S Ramnarayan, ISB

Programme fee

INR 80,000

Programme benefits

- Gain a better understanding of the frontline manager's role and purpose
- Learn improved techniques for operations, team building, and managing conflict
- Awareness of the building blocks of effective problem-solving and execution
- Insights into strengths and improvement areas through 360-degree feedback
- Return to the workplace as a more confident and competent leader

Sep 24 - 27, 2011

Feb 06 - 09, 2012

Other related programmes

Accelerated Management Programme: Increasing Managerial Effectiveness; Negotiation Strategies



04

Leadership Skills for Top Management

Leadership and change dominate most corporate agendas. This programme meets both the challenges and will benefit corporations and top managers. It is based on 18 years of research and experimentation at the London Business School (LBS) on the interpersonal skills of leaders. Six sets of leadership skills essential for managing change are included: Planning, Structuring, Motivating, Rewarding, Institutionalising, and Managing the Politics in Change Initiatives. Competencies of each participant will be assessed at a personal level. The programme will also assess each participant's leadership potential in confidence. Particular emphasis will be placed on the relationships and behaviour of the top team in any change exercise.

Who should attend?

CEOs, SBU heads, business heads

Faculty

Clive Rubery, Independent Consultant

Programme fee

INR 1,60,000

Programme benefits

- Participants will learn to focus on and practice their skills as a leader and change agent
- Work on real change cases from your organisation
- Gain insights, through psychometric data and 360-degree feedback
- Return with documented action plans to strengthen personal leadership skills, and implementing change

Sep 26 - 30, 2011

Feb 13 - 17, 2012

Other related programmes

Strategic Thinking; Rethinking Business Strategy; Leading Teams for High Performance

05

Leading Teams for High Performance

The three-day programme is designed to help develop team leaders who can be effective in a variety of situations, including virtual and matrix teams. The programme helps participants assess their own team role preferences, strengths and weaknesses. They are then better placed to understand how to build, develop and lead teams. The programme offers practical opportunities for participants to practice and get feedback on their team leadership skills.

Who should attend?

Senior managers who manage large teams, in hierarchical as well as in matrix organisations

Faculty

Sudhanshu Palsule, Independent Consultant and Leadership Coach

Programme fee

INR 1,25,000

Programme benefits

- Analyse team behaviour and develop a strategic plan for effective team work
- Gain an understanding of team and group behaviour
- Team structuring for optimised performance
- Understanding individual vs team work
- Be able to foster the intensity required for high impact projects despite virtual constraints

Sep 28 - 30, 2011

Jan 08 - 11, 2012

Other related programmes

Managing Complexity, Integration, and Uncertainty: A General Management Perspective; Negotiation Strategies; Effective Strategy Execution

06

CEO Agenda: A Scenario-based Leadership Approach

This programme challenges the top management to radically transform the way they perceive the future of their business. Based on possible future scenarios, it provides tools and frameworks for leading your business to success in the new reality.

Who should attend?

CEOs, Executive Directors

Faculty

Sudhanshu Palsule, Independent Consultant and Leadership Coach; Anton Musgrave, Joint-CEO, Future World

Programme fee

INR 1,00,000

Programme benefits

- Explore future scenarios that will affect leaders, the work, customers and the business.
- Develop psychological agility to lead effectively in a changing landscape
- Learn how to think and learn 'from the future' and identify tomorrow's critical steps

Oct 18 - 20, 2011

Other related programmes

Global Leadership; Transformational Leadership; Tapping into your Personal DNA; Rethinking Business Strategy; Strategic Thinking

CEE has designed more than
240 industry-specific
programmes till date

07

Executive Coaching

The Executive Coaching programme is based on an empirically-tested method of executive coaching enveloped by Marshall Goldsmith, a leading authority in the field. Marshall has devised this straightforward and highly effective process that has consistently delivered successful results across a large population of leaders in a broad spectrum of professions. The focus of the programme is behavioural change. By identifying specific behaviour to improve and choosing concrete methods of change, the programme supports positive and measurable behavioural improvement.

Who should attend?

Participants interested in becoming executive coaches and leaders who strive to develop themselves, their people, and their teams

Faculty

Marshall Goldsmith, Executive Coach

Programme fee

INR 1,00,000

Programme benefits

- Understand why it can be so difficult - and so important - for even the most successful leaders to change
- Practice *feed-forward* - and be able to use it with teams
- Applying a proven coaching methodology that helps people develop as leaders

Dec 05 - 06, 2011

Other related programmes

Strategic Thinking; Rethinking Business Strategy

08

Strategic Leadership: A Value-based Approach to Success

The programme is designed to give participants a leadership and strategic perspective on their business with particular emphasis on leading strategically in today's rapidly changing environment while also focusing on growing global opportunities.

Who should attend?

CEOs, SBU heads, business heads

Faculty

Alec Horniman, Darden School of Business; Shankar Venkataraman, Darden School of Business

Programme fee

INR 1,25,000

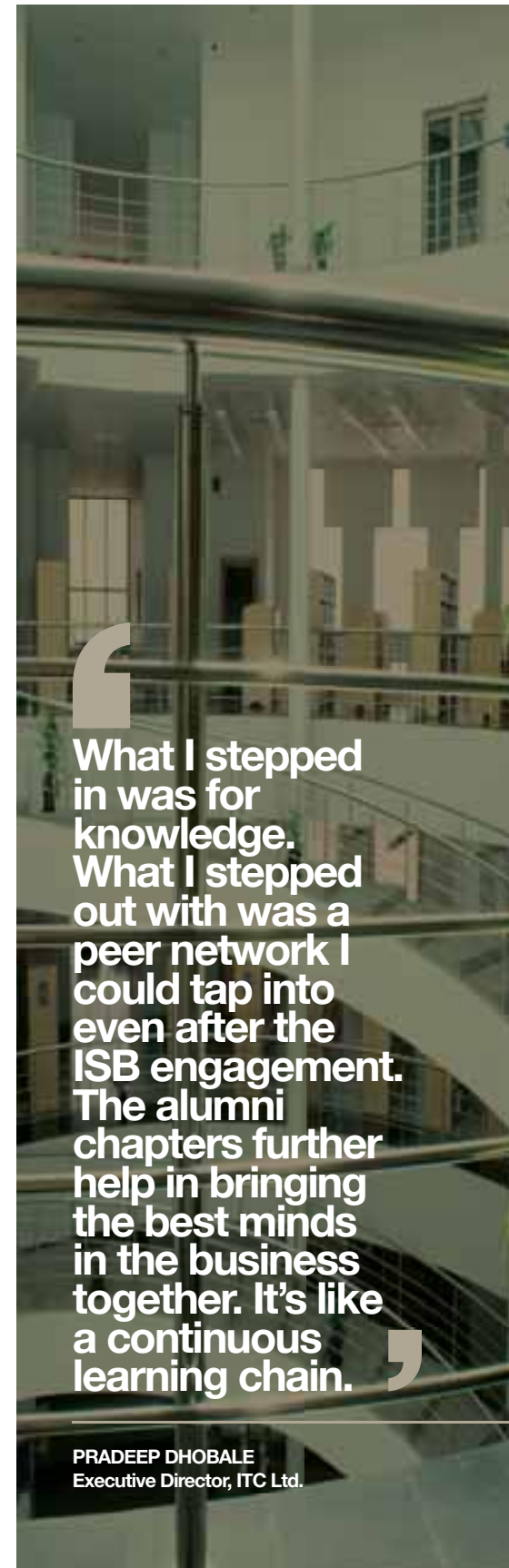
Programme benefits

- Learn to lead with a set of core values and convictions
- Become familiar with core concepts and frameworks that will contribute to strategy making
- Explore concepts and skills associated with successful business endurance
- Evaluate organisation relative to new business models and new opportunities
- Share strategic firm-wide perspectives

Dec 04 - 08, 2011

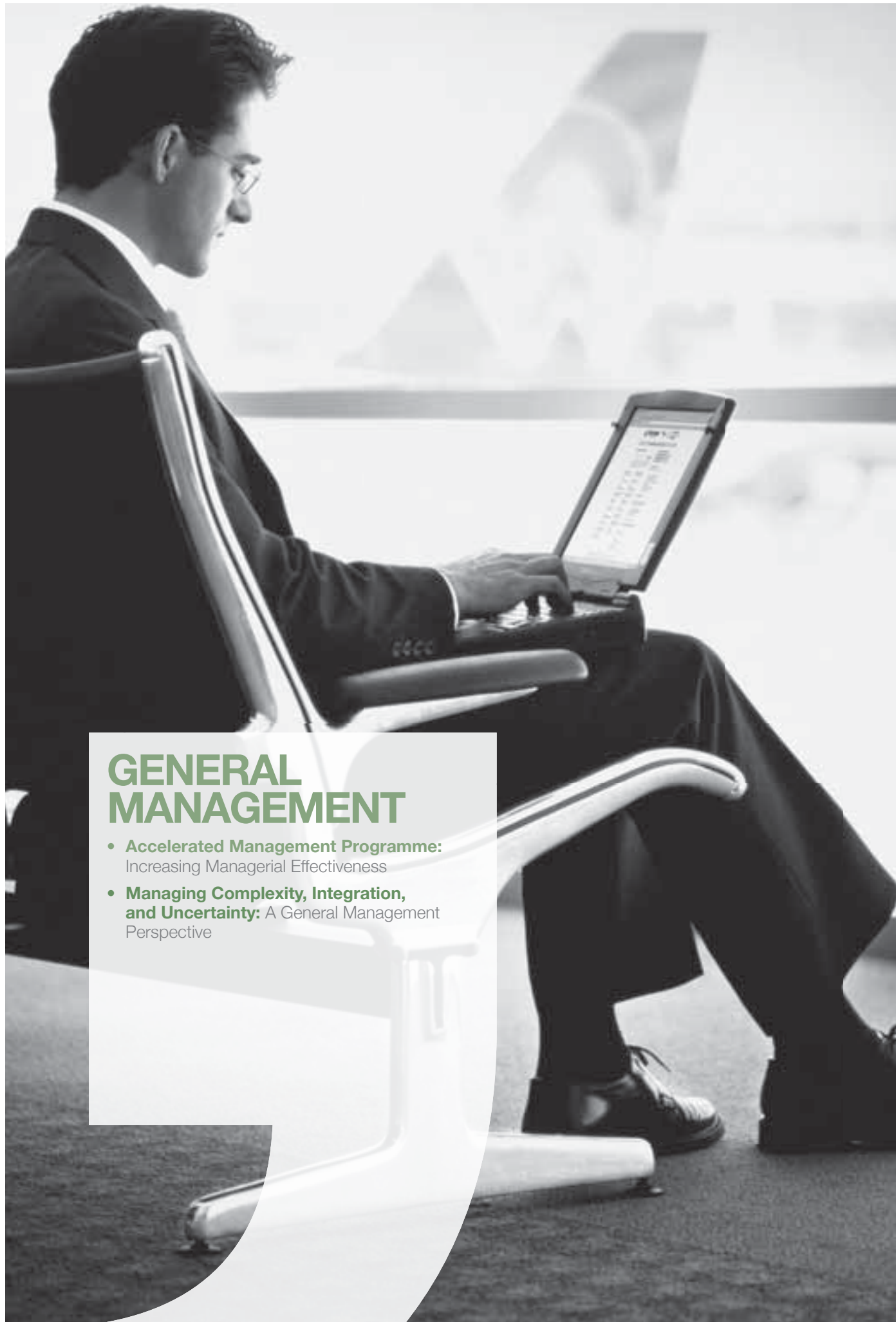
Other related programmes

Strategic Thinking; Leading Teams for High Performance; Global Leadership; Rethinking Business Strategy



What I stepped in was for knowledge. What I stepped out with was a peer network I could tap into even after the ISB engagement. The alumni chapters further help in bringing the best minds in the business together. It's like a continuous learning chain.

PRADEEP DHOBALÉ
Executive Director, ITC Ltd.



GENERAL MANAGEMENT

- **Accelerated Management Programme:** Increasing Managerial Effectiveness
- **Managing Complexity, Integration, and Uncertainty:** A General Management Perspective



09

Accelerated Management Programme: Increasing Managerial Effectiveness

This programme gives a firm-wide perspective of different functions to effectively solve business issues and create business leadership for the future. Inputs would be provided on strategy formulation and implementation, financial analysis and decision making, customer profitability management, operations and supply chain management and leading effective teams.

Who should attend?

High potential managers focused on gaining cross-functional management expertise

Faculty

Leading faculty from global business schools

Programme fee

INR 3,00,000

Programme benefits

- Participants prepare to take on broader responsibilities
- Improve the capacity for strategic decision making
- Gain appreciative understanding of organisational dynamics
- Build capabilities for leading cross-functional teams
- Develop knowledge in core areas of business, including finance, marketing, management, and strategy

Jun 18 - Jul 01, 2011

Nov 21 - Dec 04, 2011

Other related programmes

Stepping into Leadership; Leading Teams for High Performance; Negotiation Strategies

10

Managing Complexity, Integration, and Uncertainty: A General Management Perspective

This programme facilitates the transition of senior functional managers into highly effective general managers. The inputs in the programme deal with cross-functional elements, including themes of integration, complexity and strategic orientation. The programme provides inputs on silo busting and integrative decision making in a dynamic environment.

Who should attend?

General Managers who want to become more effective leaders, functional heads making a transition into a general management role

Faculty

Leading faculty from global business schools

Programme fee

INR 2,50,000

Programme benefits

- Understand how to facilitate cross-functional collaboration
- Deal with decision complexity and impact
- Develop strategic orientation for managing shareholder value

Jul 16 - 24, 2011

Other related programmes

Leading Team for High Performance; Transformational Leadership: Tapping into your personal DNA; Strategic Thinking



The quality of peer group and the intensity of learning creates unparalleled opportunities for knowledge sharing and lifelong networking.

ASHOK MALHOTRA
MD at Mettler Toledo, India



STRATEGY

- Tools for Growing your Business
- Negotiation Strategies
- Rethinking Business Strategy
- Strategic Thinking
- Mergers and Acquisitions: A Strategic Approach
- Effective Strategy Execution

11

Tools for Growing your Business

The programme addresses four key themes: discovering and assessing opportunities for growth; managing cash for growth; overcoming barriers to growth and managing transitions; creating and realising value in fast-growing companies. It draws on real-world case studies of Indian companies and others (developed especially for this programme), to address the key issues pertinent to successfully managing a fast-growing company; and it delivers tools and frameworks for dealing with these issues. The final portion of the programme is devoted to the development of a targeted, prioritized action plan. The programme is intended for entrepreneurs leading high-potential ventures, as well as general managers with P&L responsibility, whether in a fast-growing listed company or a division thereof, an SME, or a family business.

Who should attend?

CEOs, Directors of SMEs, SBU heads of large organisations

Faculty

John Mullins, London Business School

Programme fee

INR 1,00,000

Programme Benefits

- Gain hands-on experience applying a series of pragmatic tools and frameworks to deal with the inherent challenges in managing any fast growing business
- Build a network of growth-minded peers with whom to share perspectives and, also develop business ties
- Develop a concise, targeted, prioritized growth plan

Apr 25 - 28, 2011

Other related programmes

Leading Teams for High Performance; Customer Focused Organisation; Rethinking Business Strategy

12

Negotiation Strategies

The programme will highlight the components of an effective negotiation and teach participants to analyse their own behavior in negotiations. The course will be largely experiential, providing participants with the opportunity to develop their skills by participating in negotiations and integrating their experiences with the principles presented in the assigned in-class exercises. The negotiation exercises will provide an opportunity to attempt strategies and tactics in a low-risk environment, to learn about oneself and how to respond in specific negotiation situations. The programme is structured to help apply the cumulative knowledge gained in the classroom.

Who should attend?

Executives who want to enhance their negotiation skills

Faculty

Dishan Kamdar, ISB

Programme fee

INR 60,000

Programme benefits

- Gain a better understanding about the negotiation process and context
- Accurately assess and improve negotiation skills to become more effective
- Understand the psychology behind decision making
- Enhance persuasion and influence skills, by understanding the mindsets and stereotypes of opponents
- Understand the importance of trust and learn ways to build a lasting relationship

May 09 - 11, 2011

Jan 30 - Feb 01, 2012

Other related programmes

Effective Strategy Execution; Stepping into Leadership; Leading Teams for High Performance



13

Rethinking Business Strategy

This programme helps participants to re-look at their business strategy through multiple lenses - industry bottlenecks, products/ services deconstruction and organisational unlearning. The programme will provide insights on how bottlenecks for growth within an industry could be removed and product and services innovation could be re-looked at through a unique way of de-constructing offerings. This programme would also provide steps for organisational unlearning and relearning that is essential to imbibe the benefits of this new approach.

Who should attend?

CEOs, CXOs, SBU heads

Faculty

Global faculty and industry practitioners

Programme fee

INR 1,50,000

Programme benefits

- Develop a customised action plan for jump-starting change and unlocking the innovation potential in the organisation
- Create new products or services, unlock the bottleneck that holds back the company from reaching its potential or develop an entirely new business model that will rewrite the rules of how business is done, customers are served, and cash flow is generated
- Systematically remove worn-out practices that inhibit out-of-the-box thinking and rethink the company's strategy from a new perspective

Jun 26 - Jul 01, 2011

Other related programmes

Strategic Thinking; CEO Agenda: A Scenario-based Leadership Approach; Global Leadership



The CEE intervention has helped over **12,000** top and senior level global executives

14

Strategic Thinking

The programme on strategic thinking helps build key strategic decision-making tools. Participants will learn how to analyse their competitive environment, taking into account shifts in technology, regulation, and the presence of international competitors. The programme will also focus on how companies develop new capabilities, moving from being strong national competitors to international market players. Participants will be exposed to state-of-the-art tools in strategic analysis, market analysis, identifying profit drivers, and co-ordinating functional strategies.

Who should attend?

Business heads, SBU heads, function heads

Faculty

Harbir Singh, The Wharton School; Aks Zaheer, University of Minnesota

Programme fee

INR 1,25,000

Programme benefits

- Master the art of building strategy through the tools and insights from critical experiences at leading firms and industries all over the world
- Learn how to accurately assess the competition in their industries and markets
- The lectures and case analysis, both in the classroom and within smaller work groups, will examine how other companies have created competitive advantage, and how they respond to the challenge of sustaining advantage

Jul 02 - 06, 2011

Other related programmes

Strategic Leadership - A Value Based approach to success; Effective Strategy Execution; Rethinking Business Strategy

15

Mergers and Acquisitions: A Strategic Approach

This programme provides frameworks and practical tools needed to conceptualise and make value creating mergers or acquisitions. In the process, participants will use case studies of real-life companies and actual transactions to appreciate the strategic drivers underlying acquisitions, understand how synergy can be created, valued, and shared in these transactions, appreciate how deals can be negotiated and structured to properly allocate risks and rewards, and examine how acquisitions can be managed effectively during the post acquisition period to actually realise the expected benefits of the deal.

Who should attend?

M&A professionals as well as those who provide advice on M&A to corporate clients

Faculty

Sreeni Kamma, Indiana University; Prashant Kale, Rice University

Programme fee

INR 1,25,000

Programme benefits

- Develop a clear, conceptual framework to assess the usefulness and role of acquisitions in the context of competition and growth strategy
- Effectively assess the primary value creation mechanisms and expected synergy benefits
- Understand when it is desirable to 'acquire' another company instead of 'allying' with it, and vice-versa
- Build skills in financial valuation and learn how to structure complex financial deals
- Gain insights into building and institutionalising the company's acquisition capability

July 28 - Aug 01, 2011

Other related programmes

Enterprise Risk Management; Strategic Leadership - A Value Based Approach to Success; Effective Strategy Execution

16

Effective Strategy Execution

Effective execution is often the 'missing link' between having a good strategy and exhibiting good performance. This programme focuses on understanding the key elements of strategy and examining how companies can align the different elements of their organisational architecture to successfully execute that strategy. The programme will also look at the current level of a company's execution capabilities and explore ways of developing it to a higher level through short-term and long-term actions.

Who should attend?

Business heads, SBU heads and function heads

Faculty

Prashant Kale, Rice University

Programme fee

INR 1,25,000

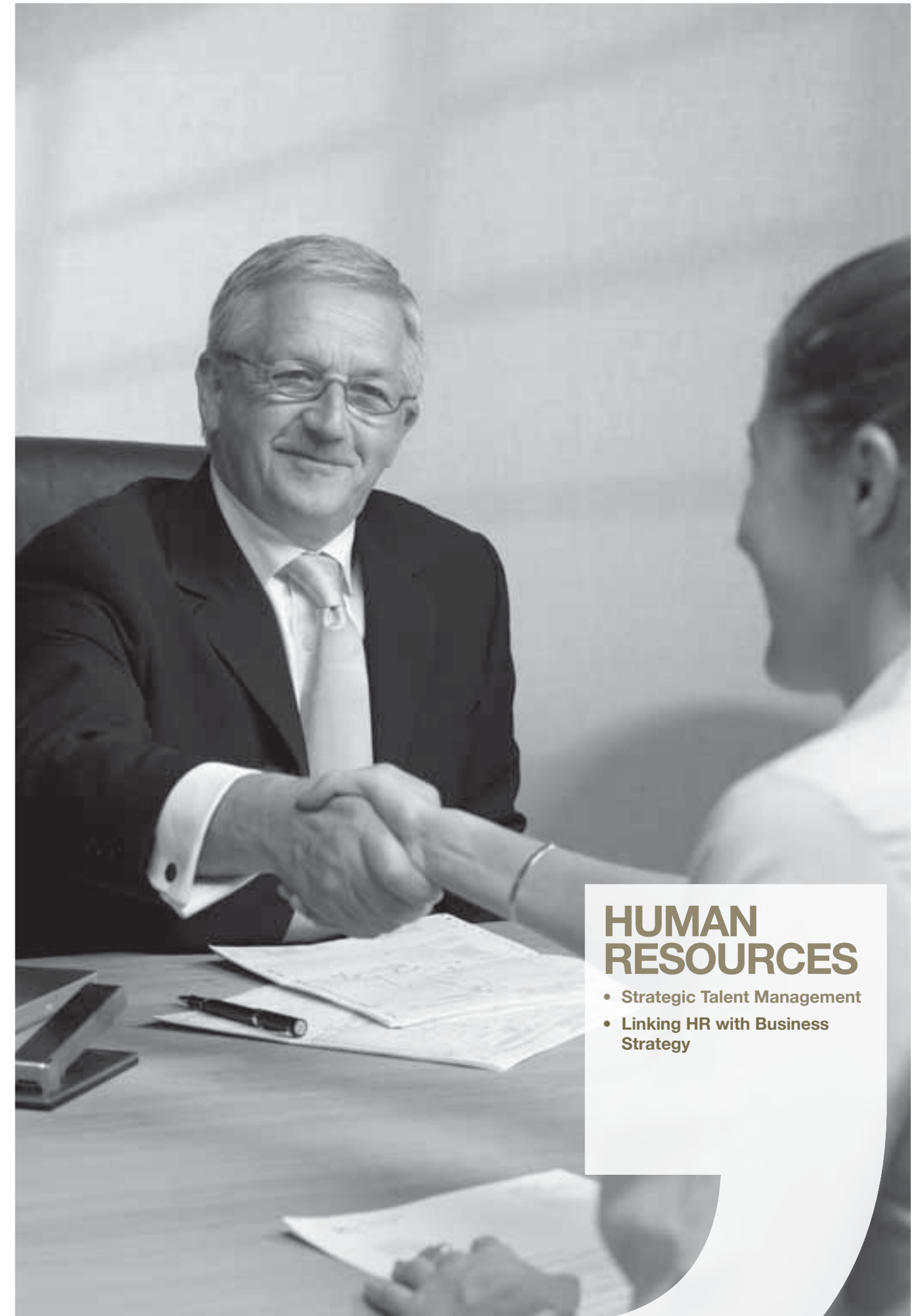
Programme benefits

- Understand the cognitive and practical obstacles to craft and execute winning strategies
- Learn the key elements of strategy execution and understand how they need to be aligned to achieve success in execution
- Know how to create an appropriate organisational architecture and culture to facilitate the execution of a chosen strategy
- Understand different leadership styles and how they affect a firm's performance

Nov 21 - 24, 2011

Other related programmes

Leading Teams for High Performance; Private Equity Programme; Leadership Skills for Top Management; Rethinking Business Strategy



HUMAN RESOURCES

- Strategic Talent Management
- Linking HR with Business Strategy



Over **750 participants** at the CEE programmes belong to the top management

17

Strategic Talent Management

The two-day programme provides line and staff managers, and HR executives and senior specialists, with an overview of best practices and new thinking in talent management. Participants will gain a practical as well as conceptual understanding of the elements of strategic talent management, the skills to assess gaps and limitations in talent management processes, and will learn how to take the actions needed to significantly improve the effectiveness of their talent management systems.

Who should attend?

Chief Talent Officers, HR heads, business heads

Faculty

John Younger, Independent Consultant

Programme fee

INR 75,000

Programme benefits

- Understand talent management issues and align them with strategic goals of the organisation
- Learn the unique approach of developing the talent and using it as a competitive tool for the organisation

Oct 19 - 21, 2011

Other related programmes

Leading Teams for High Performance; Negotiation Strategies; Executive Coaching; Linking HR with Business Strategy

18

Linking HR with Business Strategy

This programme provides an opportunity to explore how leading-edge firms are aligning their HR strategies with their general business strategies in contexts ranging from turnarounds of failing organisations to growing or re-engineering healthy ones, or managing the merger of different organisational cultures.

Who should attend?

HR heads, business heads

Faculty

Atul Nerkar, Kenan-Flagler School, UNC; John Younger, Independent Consultant

Programme fee

INR 75,000

Programme benefits

- Economic benefits of effective human capital management
- Restructuring responsibly
- Costing and managing employee turnover and absenteeism
- Strategic role of HR in mergers
- Measuring HR's strategic influence

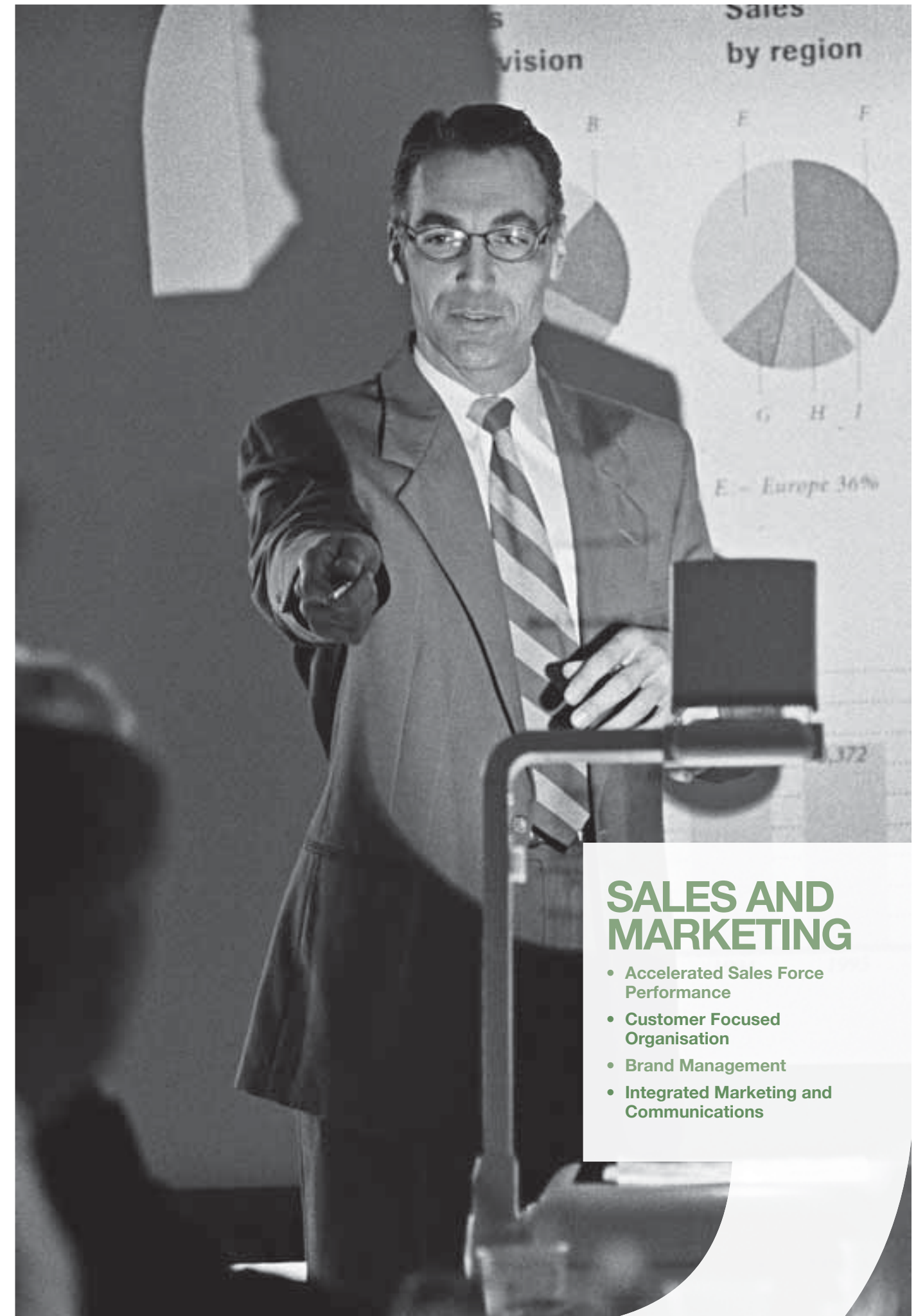
Feb 21 - 24, 2012

Other related programmes

Leading Teams for High Performance; Strategic Talent Management; Negotiation Strategies; Executive Coaching

The faculty at the ISB come with their latest research inputs. This gives us an insight into the trends that are likely to come forth into the future. It's almost like looking into the crystal ball of business.

DR P K C BOSE
Managing Director & CEO at Saertex India



SALES AND MARKETING

- Accelerated Sales Force Performance
- Customer Focused Organisation
- Brand Management
- Integrated Marketing and Communications

The CEE has supported over **2000 companies** with its open and custom programmes

19

Accelerated Sales Force Performance

Companies rely on their sales organisations to deliver revenue growth, and entrust the sales forces with their most valuable assets - their customers. Managing sales forces is doubly challenging in an environment with a talent shortage and high turnover combined with intense competition and high growth aspirations. This programme, now in its seventh year, offers thinking frameworks and practical insights to solve these challenges. It also uses an interactive format and problem solving mindset to harness the combined experience and energy of participants addressing challenges of structuring, staffing, retaining, motivating and controlling sales organisations.

Who should attend?

Sales and Marketing Heads

Faculty

Prabhakant Sinha, Visiting faculty, Kellogg School of Management

Programme fee

INR 1,25,000

Programme benefits

- Discover how to link environmental factors such as growth, competition and a talent crunch to sales force management
- Develop insights into diagnosing and enhancing sales force performance
- Understand the methods for determining the optimal sales force size
- Manage sales force performance through in-depth understanding of how to recruit, develop and manage the sales talent
- Examine how motivation and incentive schemes enable a sales force to operate at high levels of performance

Jun 13 - 17, 2011

Jan 09 - 13, 2012

Other related programmes

Leadership Skills for Top Management; Leading Teams for High Performance; Negotiation Strategies

20

Customer Focused Organisation

The programme helps identify your organisation's valued customers and develop specific value-propositions to meet segment needs. It also focuses on designing a customer-centric organisation, developing the right culture and leading change to create a winning organisation.

Who should attend?

Sales and Marketing Heads, SBU Heads and Business Heads

Faculty

Rick Kolsky, Adjunct Faculty, Kellogg School of Management

Programme fee

INR 80,000

Programme benefits

- Communicate internally how to be a truly great market-focused organisation
- Understand how customers experience the company's products and services and the impact customer experience has on satisfaction and brand image
- Understand how to drive the target market value proposition throughout the organisation and convert marketing initiatives into real performance
- Develop a continuous and sustainable process for learning about, and adjusting to the needs of the target market

Jul 21 - 24, 2011

Other related programmes

Integrated Marketing and Communication; Accelerated Sales Force Performance; Leading Teams for High Performance

21

Brand Management

Brands grow to be valuable when managers have clear views of the brand positioning and when they are disciplined and consistent in the implementation of their brand strategy. While competitors can copy products, services, technology, and processes, they cannot copy a well-managed brand. The programme examines what we know about brands, how they are built and how they evolve; why brands have tremendous value and how that value can be measured; the key components of brands and the implications for managing brands. The programme also helps apply those ideas and concepts systematically to develop strong brand strategies including communication.

Who should attend?

Marketing Heads, Brand Managers, advertising and brand consultants

Faculty

Don Sexton, Columbia Business School

Programme fee

INR 80,000

Programme benefits

- Understand brand management in a variety of market contexts through exposure to state-of-the-art concepts, tools and techniques
- Learn from successful (and unsuccessful) branding campaigns in the global and Indian contexts
- Bring greater accountability to branding initiatives, through exposure to brand metrics and research tools
- Learn how to clearly articulate the importance of branding to top management

Aug 28 - 31, 2011

Other related programmes

Integrated Marketing and Communications; Effective Strategy Execution; Negotiation Strategies

22

Integrated Marketing and Communications

This programme helps evaluate different options to develop effective relationships with customers and other stakeholders within the limits of time, budget and resources. The programme provides the participants with both a theoretical and a practical understanding of IMC, its imperatives, and its applications.

Who should attend?

Heads of marketing and communication

Faculty

Robert Lauterborn, University of North Carolina

Programme fee

INR 80,000

Programme benefits

- Gain a working understanding of how to increase marketing productivity
- Improve the dialogue between marketers and agencies
- Optimise the allocation of marketing and marketing communication resources
- Improve working relationships among various functions inside marketing organisations and among agency partners

Dec 05 - 08, 2011

Other related programmes

Brand Management; Customer Focused Organisation



A wonderful way to take a break from work and gain new insights as you get immersed into learning new ways to build & manage high performance teams.

SANJAY DIWAN
Vice President - Strategic Initiatives, AGC Networks Ltd



FINANCE

- Venture Capital Development Programme
- Risk Management for Banking and Financial Services
- Private Equity Programme
- Role of a CFO: Integrating Strategy and Finance



CEE alumni organised **14** knowledge sharing events across **4** chapters in 2010

23

Venture Capital Development Programme

In this programme, participants will learn about how a venture firm operates and all the intricacies of venture capital from sourcing deals to growing the business to managing exits. The programme, unlike most others of its genre, will bring to light both the investor's and the entrepreneur's point of view when funding a venture, thereby better equipping participants to deal with the person across the investment table. Special attention will be given to venture capital in the current Indian scenario. The programme will be delivered in a highly interactive and energised environment using a combination of presentations, case studies and discussions with venture capitalists and entrepreneurs. Interactions with industry experts will enable participants to gain real world experience while expanding their personal and business networks.

Who should attend?

Venture capitalists, entrepreneurs

Faculty

John Mullins, London Business School;
Anthony Ross, London Business School

Programme fee

INR 1,00,000

Programme benefits

- Real world experience will be shared by seasoned entrepreneurs and senior venture capitalists
- Case learning methodology will bring challenging real life experiences to the classroom and put the participants in the habit of making decisions
- Networking opportunity among the participants themselves, and others active in the venture capital community

Jun 26 - 30, 2011

Other related programmes

Private Equity Programme; Risk Management for Banking and Financial Services

24

Risk Management for Banking and Financial Services

This programme will provide a nuanced understanding of risk exposures in the banking and financial services industry and provide specific strategies to mitigate them.

Who should attend?

Risk Officers, senior finance professionals

Faculty

Russell Walker, Kellogg School of Management

Programme fee

INR 60,000

Programme benefits

- Develop a clear, conceptual framework to identify and manage risk
- Propose a risk-based strategy for the enterprise, and relate risk decision to capital allocation decisions
- Effectively identify the tell-tale signs of operational risk and its factors
- Understand the principles of credit, market, and operational risk
- An overview of credit derivatives, CDOs, and credit default swaps
- Identify credit risk and understand counter party risk in credit derivatives
- Best practices in the development and operation of risk offices, overseeing enterprise risk
- A framework for dealing with risk in complex operations, such as international supply chains and outsourced operations

Jul 03 - 06, 2011

Other related programmes

Role of a CFO: Integrating Strategy and Finance; Private Equity Programme; Venture Capital Development Programme

25

Private Equity Programme

This programme focuses on deal making for firms which are in a matured phase of existence. Analysis of synergies, both in financial and strategic terms, will be dealt with in the context of a private equity deal.

Who should attend?

Heads of PE firms, entrepreneurs and strategic investors

Faculty

John Mullins, London Business School

Programme fee

INR 1,25,000

Programme benefits

- Develop critical ideas to successfully manage private equity
- Understand the nuances of private equity deal valuation
- Apply insights gained in the forum to streamline and further develop strategic frameworks for winning in the private equity market

Sep 28 - Oct 01, 2011

Other related programmes

Venture Capital Development Programme; Role of a CFO: Integrating Strategy and Finance; Negotiation Strategies; Risk Management for Banking and Financial Services

26

Role of a CFO: Integrating Strategy and Finance

The programme is designed to give senior finance executives a strategic perspective to their businesses, with particular attention given to leading in today's environment of rapid change and growing global opportunities. The programme will focus equally on becoming an effective strategic leader and mastering the latest developments in corporate finance. This programme should help finance executives lead their organisation's growth activities with financial discipline and strategic insight.

Who should attend?

CFOs, senior finance heads

Faculty

Shankar Venkataraman, Darden School of Business; Sreeni Kamma, Indiana University

Programme fee

INR 1,25,000

Programme benefits

- Explore concepts and skills associated with successful business endurance
- Evaluate their own businesses relative to new business models and new opportunities
- Become familiar with core concepts and frameworks that will contribute to strategy making
- Identify and assess profitable business ventures
- Shape internal growth strategies

Dec 19 - 22, 2011

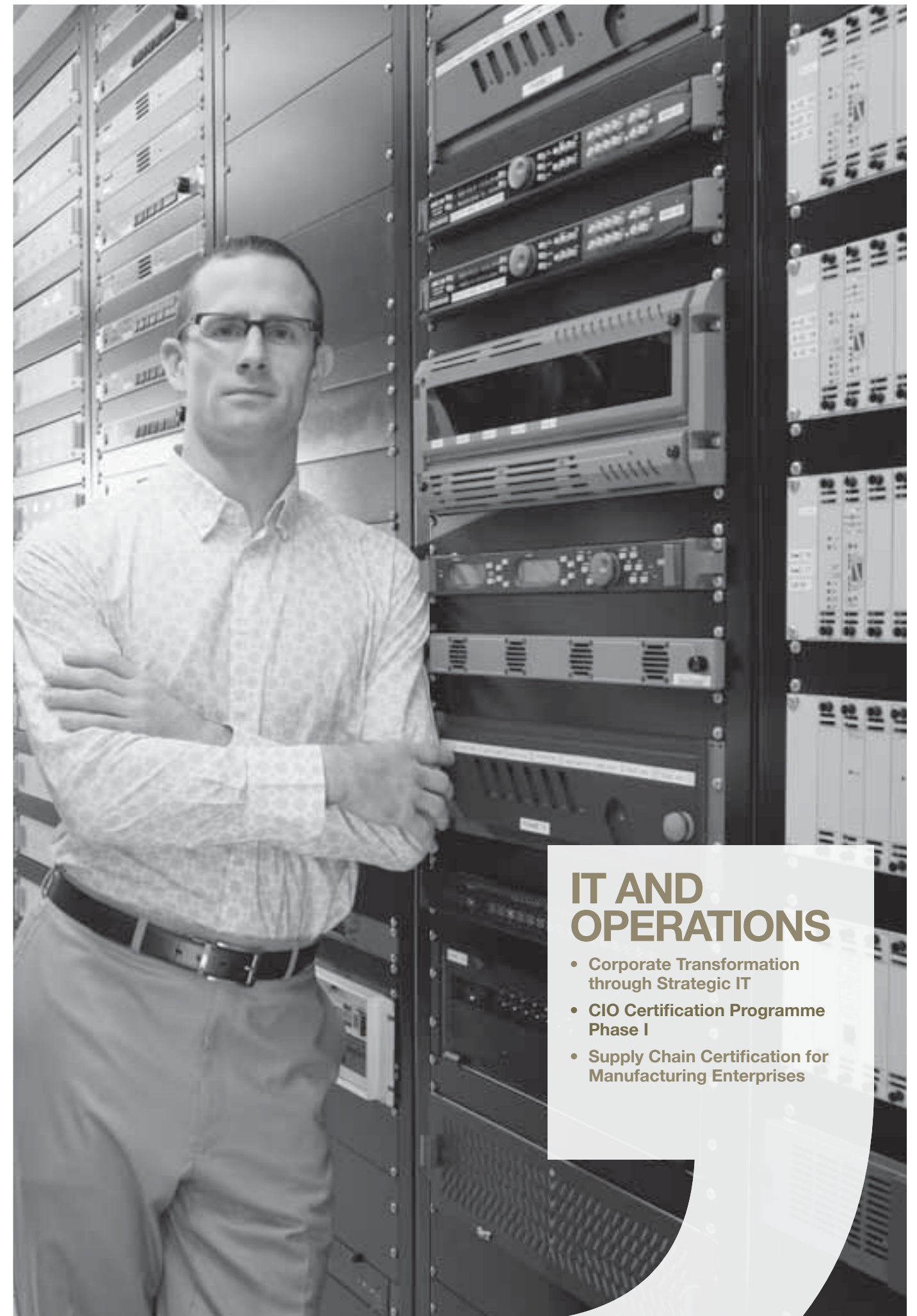
Other related programmes

Leadership Skills for Top Management; Private Equity Programme; Risk Management for Banking and Financial Services; Mergers and Acquisitions - A Strategic Approach



I am very impressed with the ISB's continued learning initiatives much after the programme. The learning actually begins after we step out of the classroom.

KRISHAN MALHOTRA
Executive Director at KPMG



IT AND OPERATIONS

- Corporate Transformation through Strategic IT
- CIO Certification Programme Phase I
- Supply Chain Certification for Manufacturing Enterprises

Over **70** leading academicians from around the world have taught executive education programmes at the ISB



27

Corporate Transformation through strategic IT

This programme is designed to illustrate and analyse the synergies between business strategies, processes and IT investments. The programme will use case studies on a variety of IT applications and technologies that continue to drive business value. The use of applications like enterprise systems, Radio Frequency ID (RFID), and business intelligence will be discussed in various sectors of the economy such as retail, manufacturing and financial services to highlight the dynamic nature of the interaction between IT and business process management.

Who should attend?

CIOs, CTOs, business heads of firms with large IT spends

Faculty

Anitesh Barua, University of Texas, Austin;
Ravi Bapna, ISB

Programme fee

INR 75,000

Programme benefits

- Learn how to analyse the synergies between business strategies, processes and IT investments
- Understand how to get substantial returns from your IT spend and create sustainable value
- Understand tools that will help quantify tangible and intangible costs and returns from IT investments
- Appreciate the disruptive nature of the emerging information-rich networked economy and learn to use it to your advantage

Jul 25 - 28, 2011

Other related programmes

Negotiation Strategies; Customer Focused Organisation; CIO Certification Programme

28



CIO Certification Programme: Phase 1

This programme takes CIOs in a transformative journey where they think beyond digitally enabling key business processes to create an extended enterprise that is able to connect seamlessly with its stakeholders. The programme will help participants think beyond traditional IT organisational boundaries and will equip current and future CIOs with strategic business acumen to manage change and lead business transformation.

Who should attend?

CIOs, CTOs, business heads of firms with large IT spends.

Faculty

Vijay Gurbaxani, University of California, Irvine;
Ravi Bapna, ISB

Programme fee

INR 75,000

Programme benefits

- Make good financial decisions by understanding the linkage between IT investments, corporate balance score-card, business value and industry dynamics
- Influence peers, manage change and mitigate risks
- Look at next generation IT function and evolution of role of CIO
- Building IT enabled open innovation capabilities

Sep 12 - 15, 2011

Jan 09 - 12, 2012

Other related programmes

Corporate Transformation through Strategic IT; Negotiation Strategies; Managing Complexity, Integration, and Uncertainty: A General Management Perspective

29



Supply Chain Certification for Manufacturing Enterprises

A manufacturing enterprise can become more competitive by re-engineering its supply chain. Business success hence, also depends on the organisation's dynamics with suppliers and downstream partners. This certificate programme focuses on the tools of Global Supply Chain Management including concepts and applications, and also involves participants to complete a project back at work. The programme details the basic and advanced concepts for designing and improving supply chains, presented through well researched pedagogies.

Who should attend?

Mid-level managers from manufacturing, transportation and retail sectors involved in new product development, manufacturing, logistics, sales, accounting or enterprise resource planning

Faculty

Leading faculty from global business schools

Programme fee

INR 1,25,000

Programme benefits

Participants will gain in-depth understanding of factors that govern an efficient supply chain, including:

- Interdependence
- Globalisation
- Responsiveness
- Adaptability
- Risk management
- Cross-functional business understanding

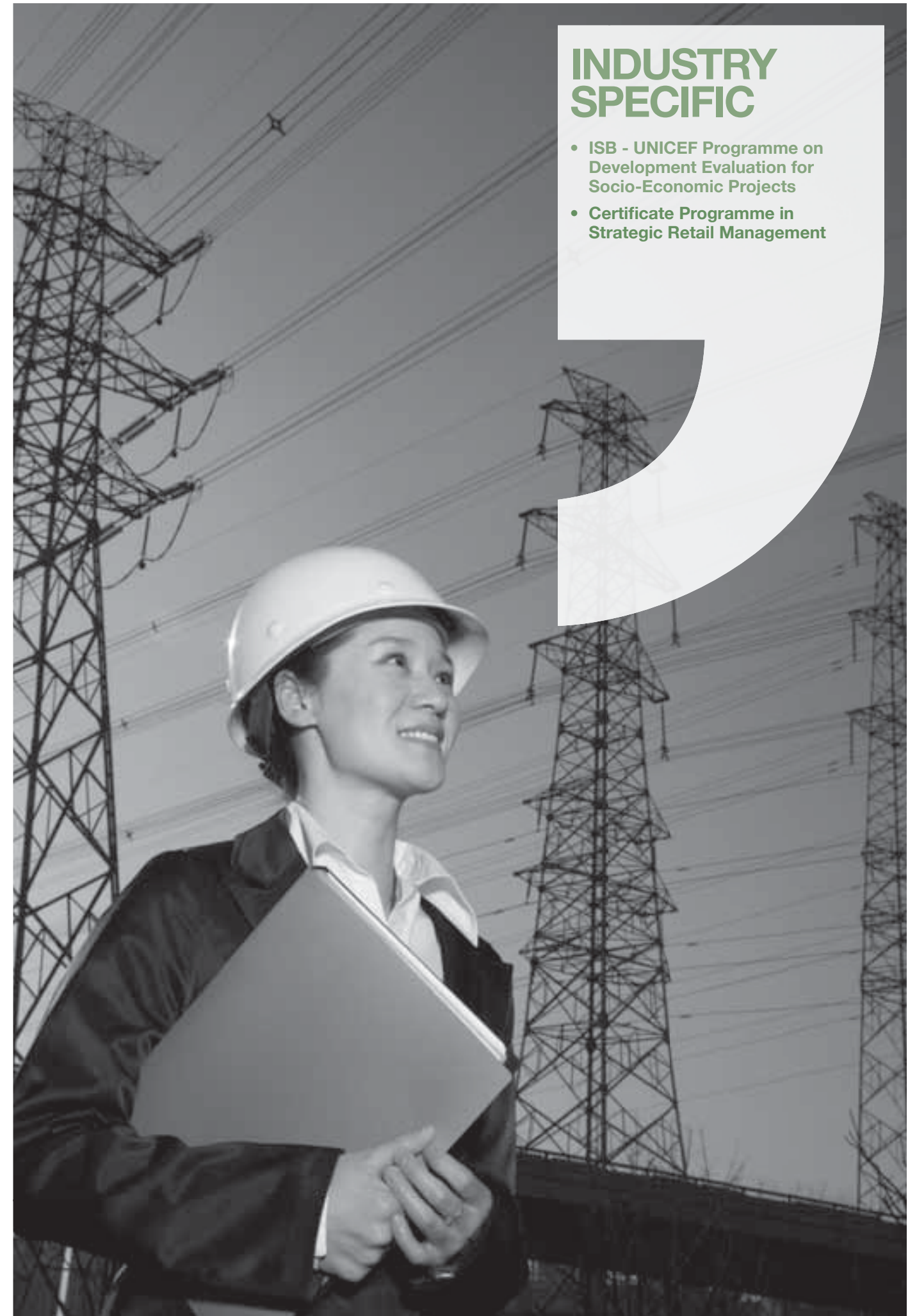
Jan 29 - Feb 04, 2012

Other related programmes

Accelerated Management Programme: Increasing Managerial Effectiveness; Negotiation Strategy

INDUSTRY SPECIFIC

- ISB - UNICEF Programme on Development Evaluation for Socio-Economic Projects
- Certificate Programme in Strategic Retail Management





30

ISB - UNICEF Programme on Development Evaluation for Socio-Economic Projects

Development evaluation is becoming central to evidence-based decision making and for increasing effectiveness of developmental interventions.

This programme is designed to provide a comprehensive analytical framework and practical learning experience for those involved in commissioning, managing or conducting evaluations of public policies or social sector programmes. It uses contemporary case studies from different regions within India and outside to examine the core elements that constitute the practice of development evaluation. Anchored in a development framework, the course examines the purposes of different types of evaluations as well as the design, methodologies and management of evaluations.

Who should attend?

Government officials, NGO professionals, researchers and consultants involved with commissioning, managing, conducting or evaluating developmental projects

Faculty

ISB faculty and practitioners from UNICEF

Programme fee

INR 75,000

Programme benefits

- Understand how evaluation is currently positioned in the global and national contexts
- Understand and use logic models for evaluation
- Apply key principles underlying successful planning and management of evaluations

May 16 - 23, 2011

Other related programmes

Negotiation Strategies; Leading Teams for High Performance

31



Certificate Programme in Strategic Retail Management

This general management programme has been especially designed for senior retail professionals in India.

This programme provides an avenue for professionals who have learnt about retailing 'on-the-job' to return to the classroom for a strong academic foundation to their knowledge. By integrating their practical experience with the theory and frameworks of retail management, participants will learn to stay relevant and better prepared for the changing dynamics of the sector.

Who should attend?

Senior professionals in the retail industry and consultants specialising in retail

Faculty

Leading faculty from global business schools

Programme fee

INR 5,00,000

Programme benefits

- Intensive focus on retail - bringing together the best minds from academia and the industry to create a world-class programme
- Holistic blend of general management and strategic retail management education
- Constant interactions with industry leaders and practitioners
- An experienced peer network that ensures a rich classroom exchange
- Action learning methodology to help participants immediately apply relevant learning to their business contexts

Jul 16 - Dec 22, 2011

4 teaching days every month

Other related programmes

Negotiation Strategies; Accelerated Management Programme: Increasing Managerial Effectiveness; Leading Teams for High Performance



OTHER INTERVENTIONS

- Custom Designed Programmes
- Inside India Programme
- PGPMAX
- Certificate Programmes
- Technology Assisted Programmes
- L&D Consulting
- Expert Talks
- Collaborative Research



Custom Designed Programmes

The Centre for Executive Education has developed in-depth expertise in designing custom designed programmes. To ensure depth of content, a team of CEE executives and faculty study the issues faced by the organisation, identify the learning needs, and design a programme specifically to address those needs. The programmes are non-replicable in nature and address the individual organisation's requirements alone.

Inside India Programme

This unique programme is for executives from global organisations who plan to enter Indian markets or are exploring business opportunities in India. It includes an interesting combination of industry, social and political interactions and provides a hands-on experience of the complexities of the Indian business scene, along with an appreciation of emerging market environments.

PGPMAX

Addressing the learning needs of working professionals, the CEE initiated this unique 15-month programme that is intended for senior executives who have excelled in functional domains and are now aspiring to move into general management positions. The PGPMAX programme offers the classroom learning experience at the ISB for 6 days, every sixth week. The part-time model of the programme supports these senior executives to pursue a post graduate programme in management equivalent in rigour and content to an EMBA without having to leave their jobs. Other advantages include learning from acclaimed

global faculty from leading business schools; and international immersion in the USA and Brazil with classes at Kellogg and Wharton. The PGPMAX programme is offered to a select group with an average experience of 15 years.

Certificate Programmes

The CEE works with companies to develop and deliver programmes for specific roles in the organisation. This is developed in tandem with the Human Resources department and includes individual learning sessions, faculty sessions from the ISB through video conferencing, and other e-learning methods. The ISB awards a Certificate of Competence to the participant(s) upon successful completion. Co-branded learning academies can be created between the organisation and the ISB-CEE for this purpose.

Technology Assisted Learning

The CEE is in the process of designing new, technology-assisted learning opportunities that will deliver the classroom experience right at your desktop, thus benefiting a large number of executives. Video conferencing, e-based learning, and various other new methods will be used to provide a real-time learning experience. By offering a wide range of opportunities, and by engaging well-accomplished faculty, the CEE makes contemporary global management education accessible to everyone.

L&D Consulting

CEE actively consults organisations to create their Learning and Development strategy. This can include insights to companies planning to expand their in-house learning centres into corporate universities. CEE experts provide

academic and organisational guidance throughout the expansion process.

Expert Talk Series

The CEE invites leading faculty experts to deliver short and intense knowledge sessions on current industry issues and latest research findings. Companies often sign up for a series of expert talks on different management subjects for employee groups and maximise the benefit for the organisation.

Collaborative Research

The CEE partners with companies to conduct research or develop case studies on areas of strategic interest. This combines faculty expertise and industry experience to generate current and relevant knowledge that is immediately applicable.



Application Process

Planning the Learning Needs for Senior Management

While planning for the senior management learning calendar, we recommend that you discuss the learning needs of your organisation with ISB Centre for Executive Education to arrive at the comprehensive mix of Programmes. Our programme design team looks forward to working with you to align your learning needs with the range of Programmes offered in this calendar.

The Selection Criteria

We carefully select potential participants to ensure everyone collectively benefits from the Programme and contributes to the group activities. We also consider the organisation's objectives in sending the participant for the Programme. Please send in the application form early for confirmed participation.

Programme Fee

The Programme fee includes tuition, course material, accommodation, and food; and excludes the mandatory taxes applicable. All Executive Education Programmes are fully residential[#], and accommodation will be provided in the ISB campus. Please refer to the application form for information on our cancellation policy. Should we be unable to accept the application for any reason, the payment (cheque/draft) will be returned to the applicant. Please send the Programme fee along with the application form.

[#] All programmes are fully residential. In case of non-availability of accommodation at the ISB, suitable accommodation will be provided close to the campus.

How to Apply

Please use any one of the following:

1. Send us an e-mail request for the relevant Programme brochure to: **execed@isb.edu** (or)
2. The application form can be downloaded from **www.isb.edu/execed** (or)
3. You can also fax us the attached form with the relevant details

Contact Information

Marketing Services, Centre for Executive Education
 Indian School of Business, Gachibowli, Hyderabad - 500 032, INDIA
 Phone: +91 40 2300 7041/ 42, Fax: +91 40 2300 7012
 Email: execed@isb.edu, www.isb.edu/execed

Be a part of the vibrant CEE Alumni Network makes business sense

ISB CEE has a strong alumni community of more than 8500 senior professionals, business leaders and entrepreneurs from a diverse industry background. Participation in CEE programmes gives you the opportunity of becoming a part of this elite and vibrant community. Here's what you can gain from being a part of this network:

- Exclusive access to premium chapter-level on ground events including speaker series, conferences and learning sessions
- An opportunity to network with a growing and diverse peer group through frequent meets
- Access to the CEE Alumni Portal which hosts activities and features like online discussions, expert opinions, career support, learning resources and alumni achievements



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